

THEORETICAL ASPECTS OF RESISTANCE TO CHANGE

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In the conditions of the modern transitive economy one of the key factors for business success is the ability of the enterprise to quick and efficient changes. The increased competition causes the need to react promptly to changes in the environment. One of the main problems of the management – there is resistance from the staff. These circumstances determine the relevance of the research topic. Change management is quite a troublesome process, which covers a significant range of necessary works. As noted by the Change Management Learning Center: “change management is the process, tools and methods for managing business change with people to achieve the desired business results” [2]. In turn, Business Dictionary interprets the definition of change management as “minimizing resistance to organizational change through involvement of key players and stakeholders” [1]. There are many obstacles to making the necessary changes, with resistance and fear of change taking the lead. From the point of view of strategic management, resistance is a manifestation of the irrational behavior of the organization, a refusal to define new realities, to think logically and to put into practice the conclusions of logical thinking [3].

The most common causes of resistance are: uncertainty (a person is unaware of the consequences of change or threatens its security), a sense of expense and confidence that change will not bring good and conviction (a person believes that change is not necessary, they do not solve problems, but only increase their number). Accordingly, in this situation, the psychological competence of managers is important [3].

We have conducted the research based on teams of different age categories (students and teachers), regarding how they perceive innovative changes, the results of our study are as follows:

1) In the group of respondents aged up to 20 years – 73 % easily react to the changes, 12 % have some complications, 10% do not respond well to change, 5 % are undecided.

2) In the group of respondents aged from 20 years – 46% of respondents easily react to the changes, 33 % have some complications, 21% do not respond well to change, and 3 % are undecided.

Resistance to change is generated as a normal human reaction to implementation of any change in the organization, as seen by the attempts of people to prevent, stop or slow down their implementation. Often organizations' staff sensitive to only those changes that are directly related to his work – remuneration and additional incentives, social support, functional responsibilities, schedule of work, internal communication system, subordination, control, and the like.

Therefore, the results of our research suggest that effective change is an important factor in the development of an enterprise. Human factor is a leading factor in this process, because people are one of the main mechanisms of the organization's activity. The main reasons for resistance are: habit of existing mode of action, threat of loss of social connections and communications, fear of unpredictability of events, personal interest, misunderstanding of the essence and evaluation of consequences of changes, lack of resources, low level of awareness, and distrust of executives.

The further our task for solving problems will be a careful study of the nature and mechanisms of resistance which will be allowed to form an effective change management system.

References

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